Jail and Justice System Assessment

Aroostook County, Maine

NIC
National Institute of Corrections

What is the National Institute of Corrections (NIC)?

- DOJ → BOP →NIC
- NIC Resources
  - Programs and training
  - Technical assistance
- NIC Information Center
- NIC website: www.nicic.gov

Introductions and Expectations

- Introduce yourself
- Answer these questions:
  - Your role in the justice system, or what brought you to the meeting?
  - What expectation do you have for this meeting?

What is a Jail and Justice System Assessment (JJSA)?

1. Considers all justice system components
2. Provides an overview of justice system impacts on jail crowding
3. Promotes involvement of local officials and demonstrates common purpose
4. Introduces the idea of sustainable justice system practices

JJSA Goals

Help jurisdictions understand and inventory their justice system.

Educate jurisdictions - not just a "jail problem,"

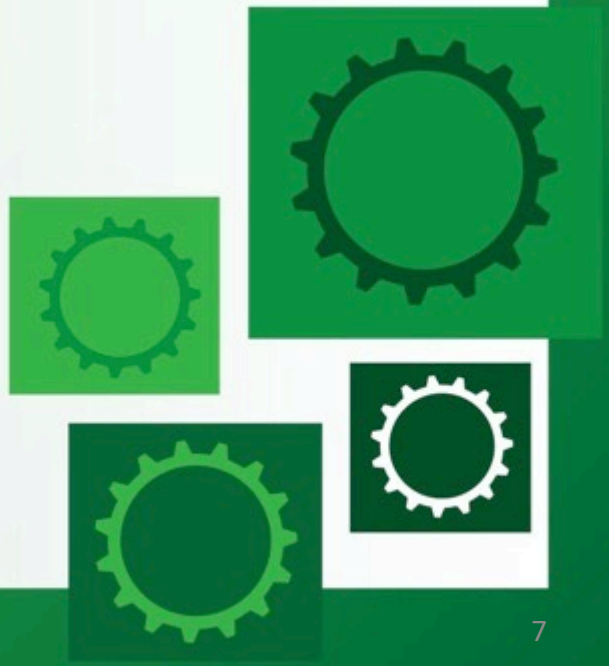
It is a justice system and community issue.

Provide information about the facility development process.

Guide jurisdictions in a process to begin assessing their readiness for planning.

Jail and Justice System Assessment

Facility Development Process



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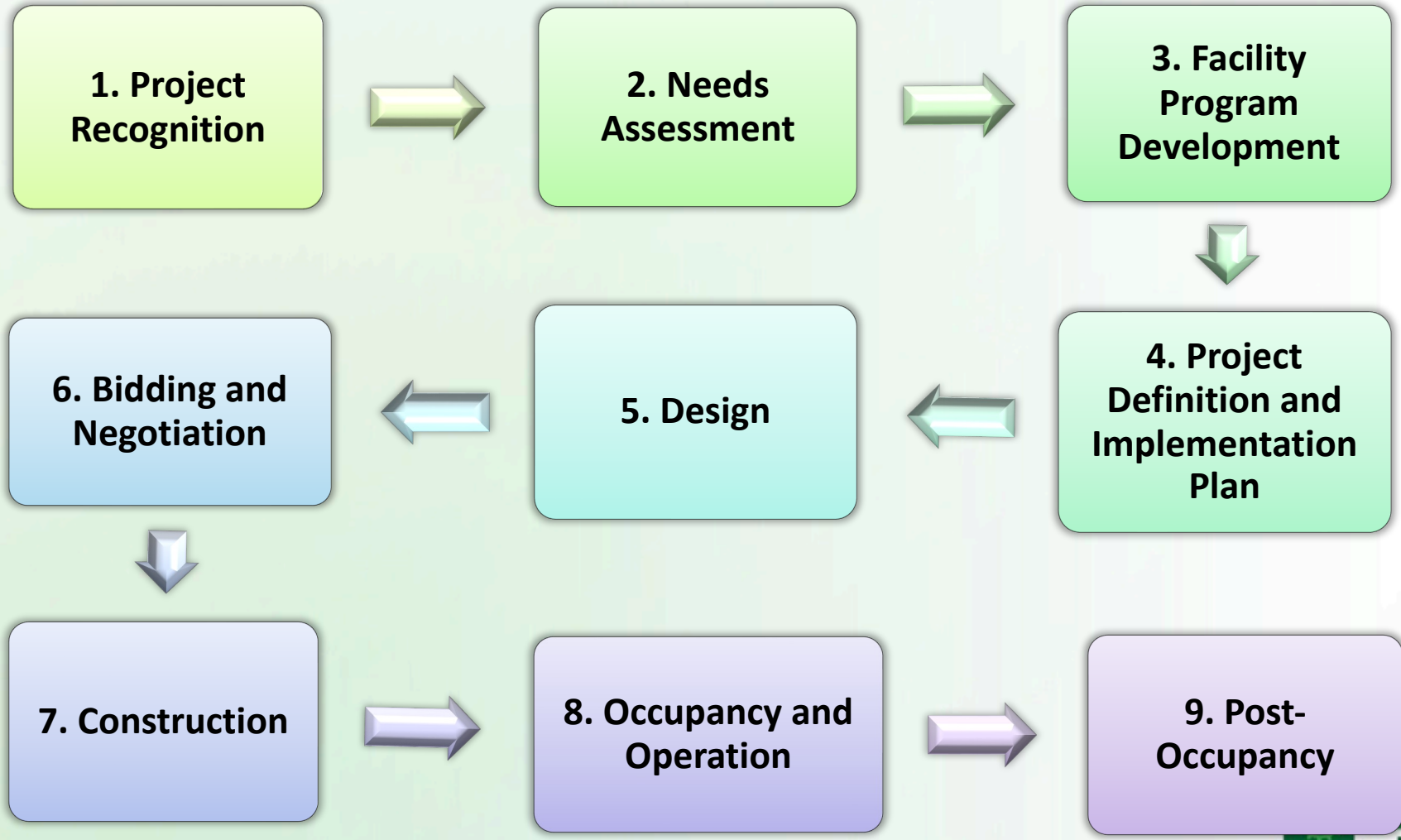
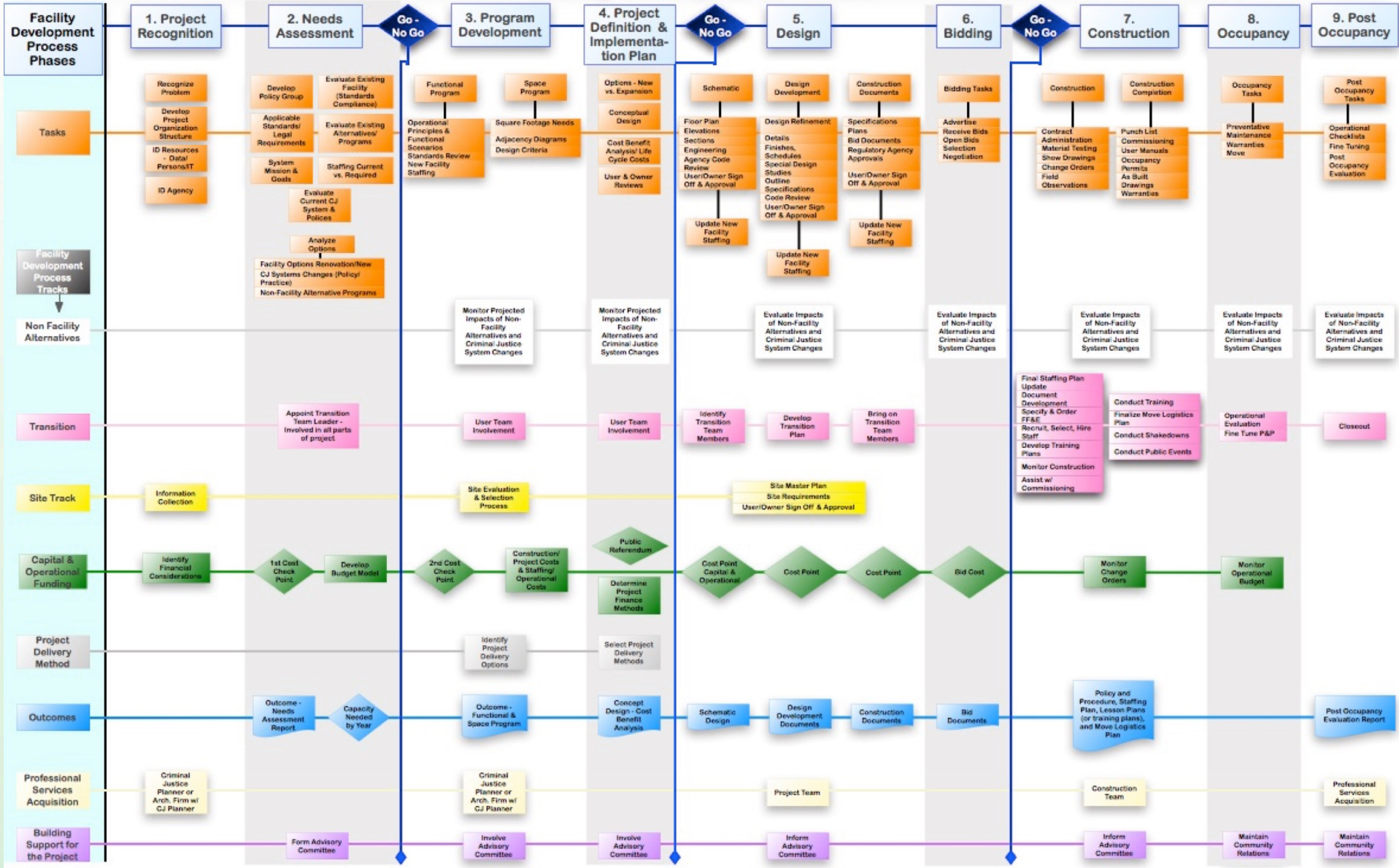
Facility Development Process

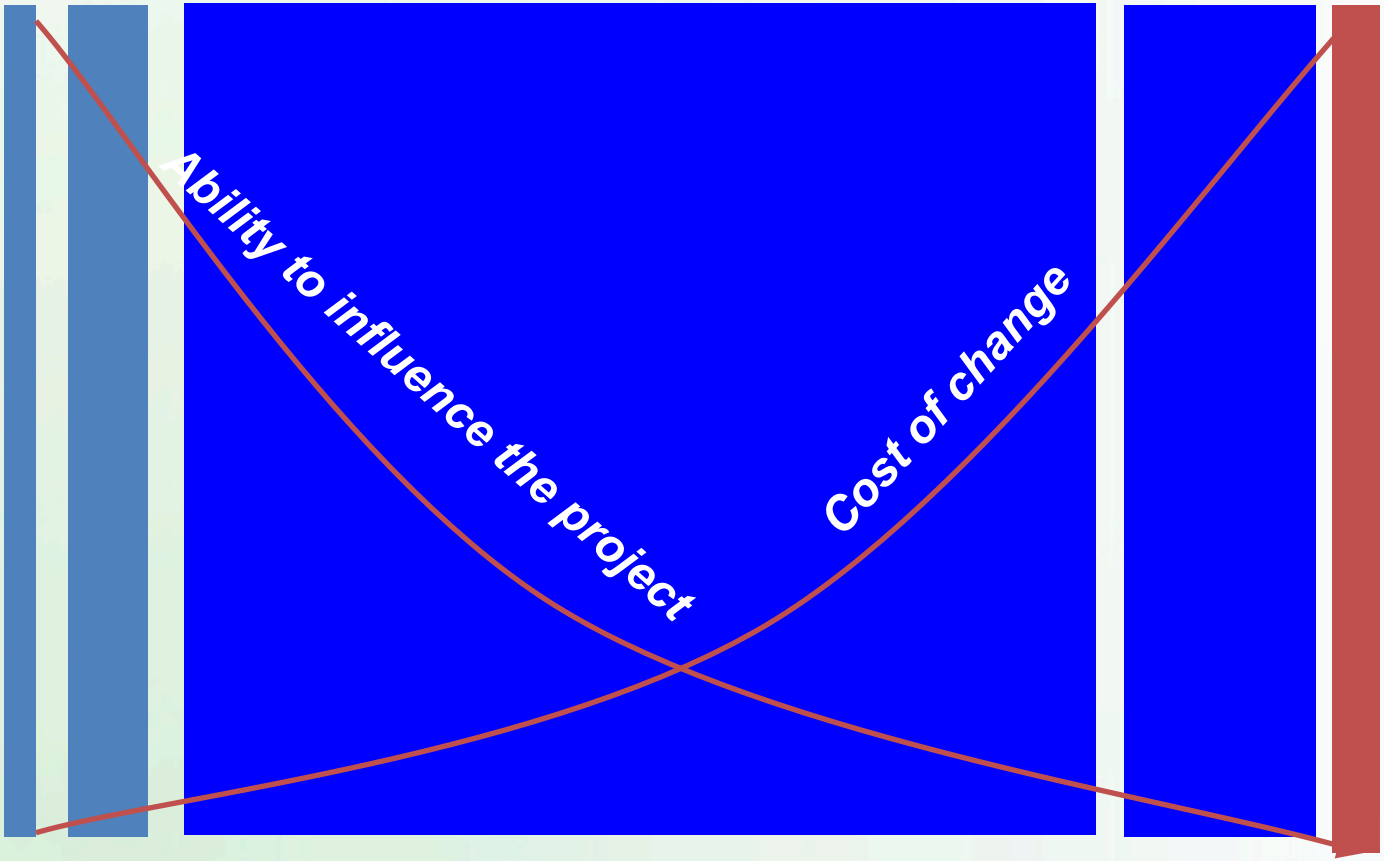


Facility Development Process



Developed by Dennis Liebert, Gail Elias and James Robertson for the National Institute of Corrections

Project Costs and Owner Influence



Planning	Design	Construction	Occupancy	Other Costs
2%	6-8%	65%	2%	23%

Facility Development Process

Phase 1 - Project Recognition

- Problem definition
- Assess current facilities, programs, liabilities, and resources
- Justice partners work together to:
  - Identify key issues
  - Develop work groups
  - Consider how to proceed

Facility Development Process

Phase 2 - Needs Assessment

Information gathering

Identifying options

Continuing evaluation of facilities, operations, programs

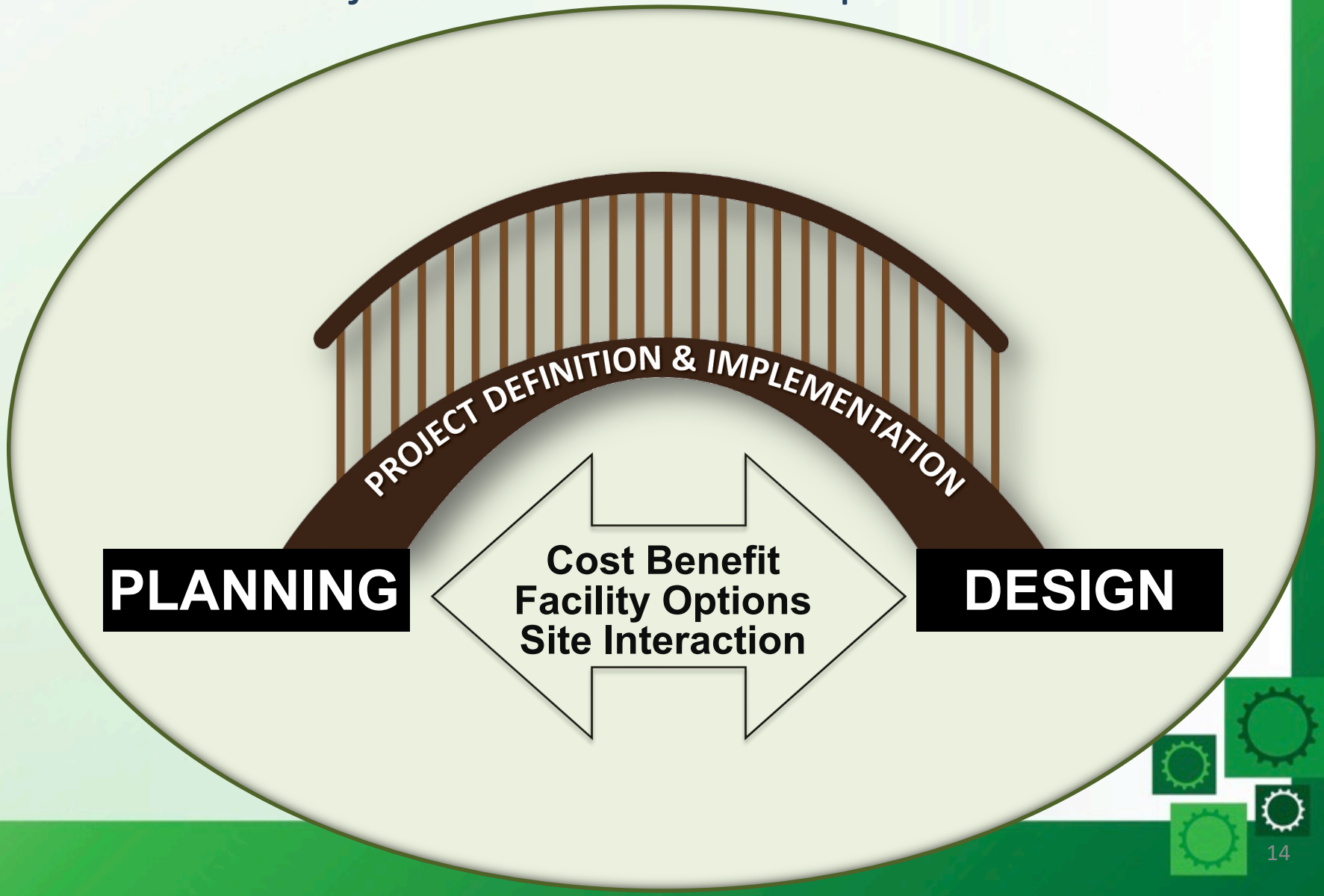
Facility Development Process

Phase 3 - Pre-Architectural Program

- Functional program, scenarios, and a space program
  - Includes planning for future operations
  - Plan for operational efficiencies
- Preliminary staffing plan

Facility Development Process

Phase 4 - Project Definition and Implementation Plan



Facility Development Process

Phase 5 - Design

8-12 months to complete

Design Types:

- Schematic
- Design Development
- Construction Documents

Facility Development Process

Phase 6 – Bidding and Negotiation

2-4 months to complete

Tasks include:

- Advertise for bids
- Bidder qualifications
- Selection
- Contract negotiations

Facility Development Process

Phase 7 – Construction

Construction

- Permits
- Construction monitoring and supervision
- Contract administration
- Materials testing

Construction Completion

- Punch list
- Commission
- Systems test
- Warranties
- As-built drawings

Facility Development Process

Phase 8 – Occupancy and Operation

2-4 months to complete

Tasks include

- Building acceptance, prepare for occupancy (permits, cleaning, etc.)
- Install owner-purchased furnishings
- Public events
- Move-in

Facility Development Process

Phase 9 – Post Occupancy

6-9 months to complete

Tasks include

- Fine tune policies and procedures
- Assess operations
- Post occupancy evaluation

Where is Your Jurisdiction in the Process?

Phase I

Project Recognition

Facility Development Process

Phase 2

Needs Assessment

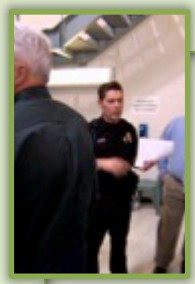
Phase 2: Needs Assessment

Tasks

Develop a policy group, a system mission, and goals

Review standards/legal requirements

Evaluate existing facility, standards compliance, alternative programs, staffing levels, current criminal justice system and policies



Identify options

Needs Assessment

Components

1. Interview and collect information from all CJ system partners
   a. Current policies/practices for each CJS component?
   b. What issues (e.g., treatment fees) must be considered?
   c. Are they mandated or elective?

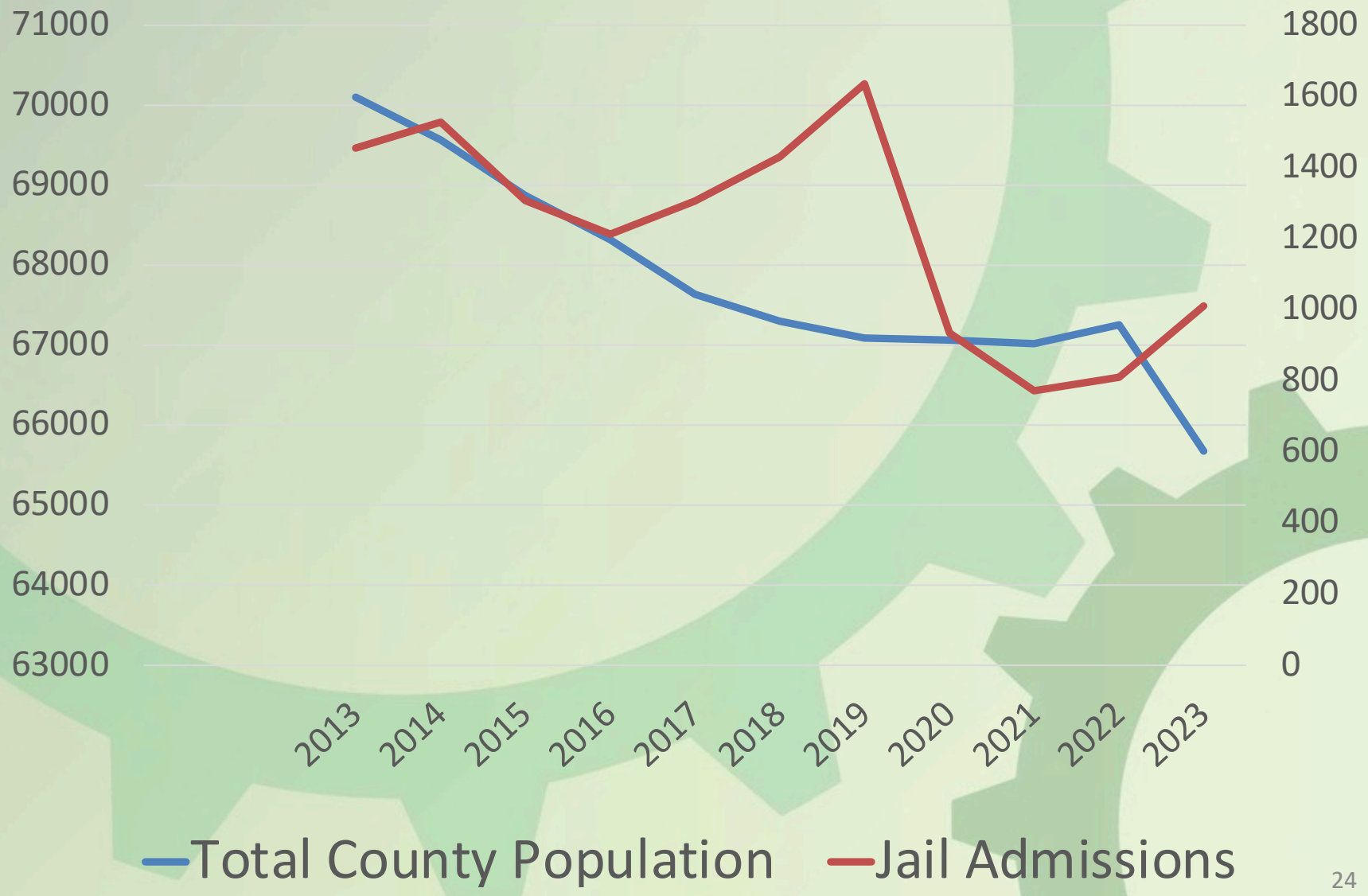
Needs Assessment

Components

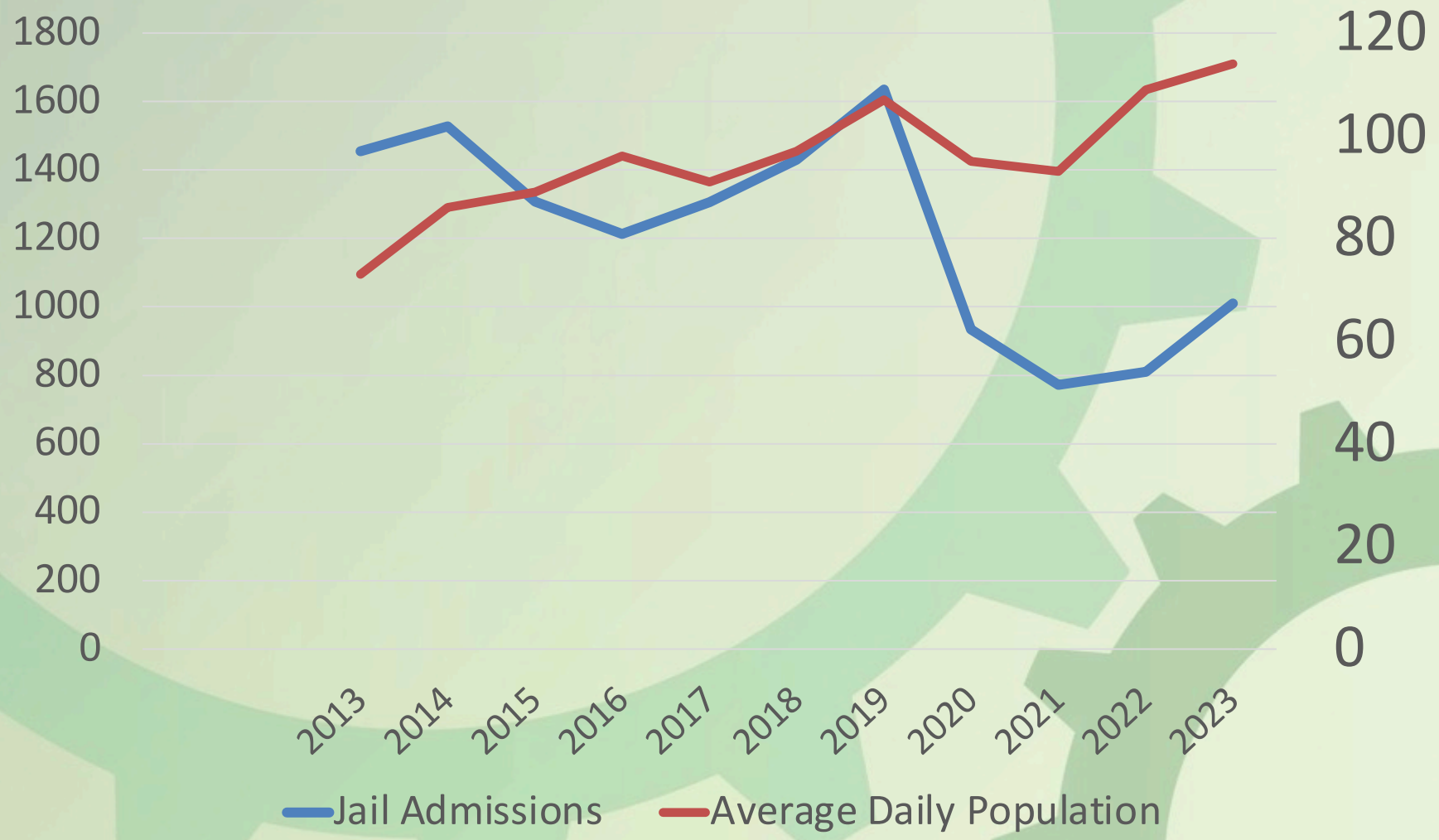
2. Design a data collection instrument to:
   a. Quantify defendant processing
   b. Collect / analyze data
   c. Analysis of who is in jail

Compile a report that describes current policies, issues considered, workloads experienced

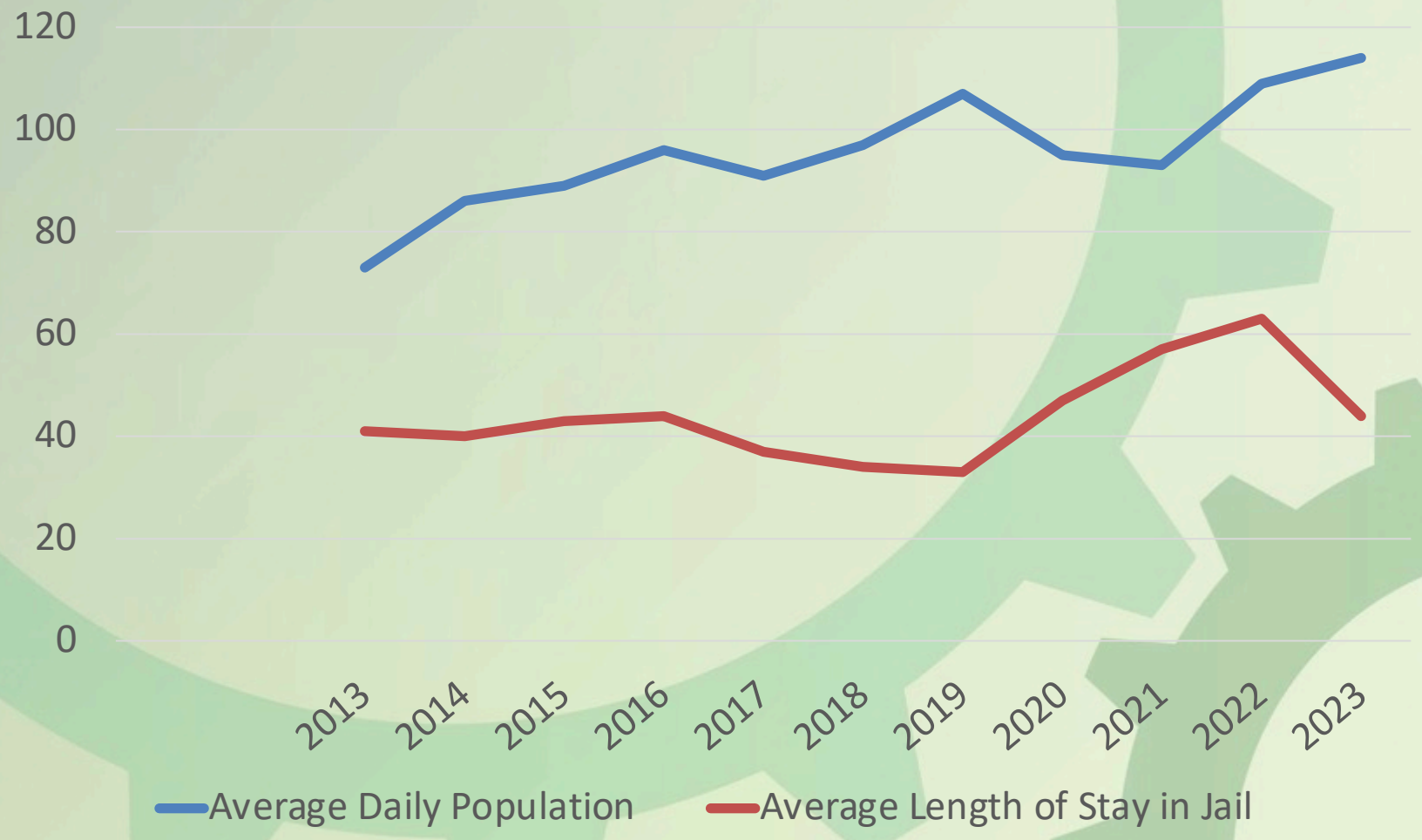
County Population and Jail Admissions



Jail Admissions and ADP

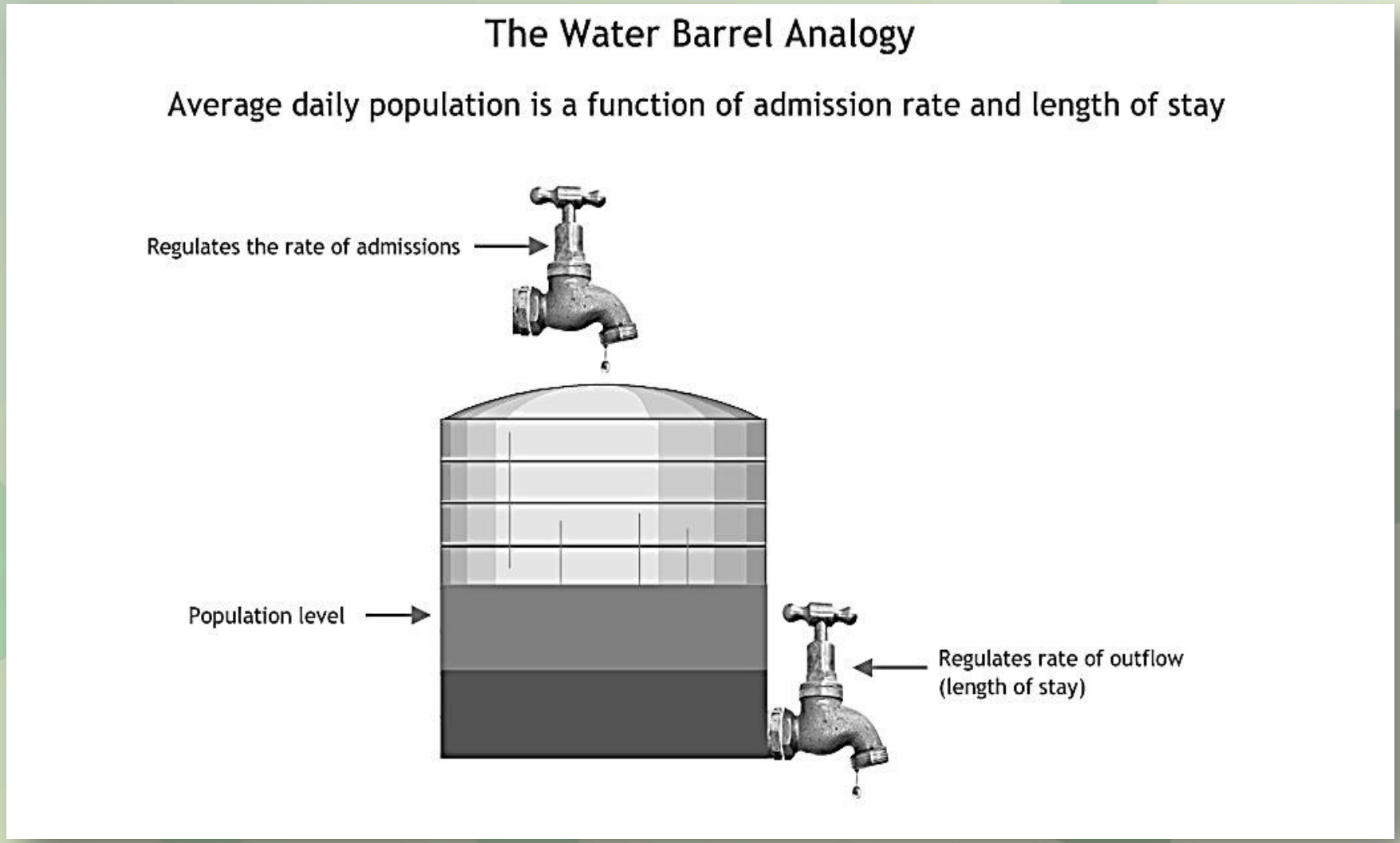


ADP and Average Length of Stay (ALOS) [in days]

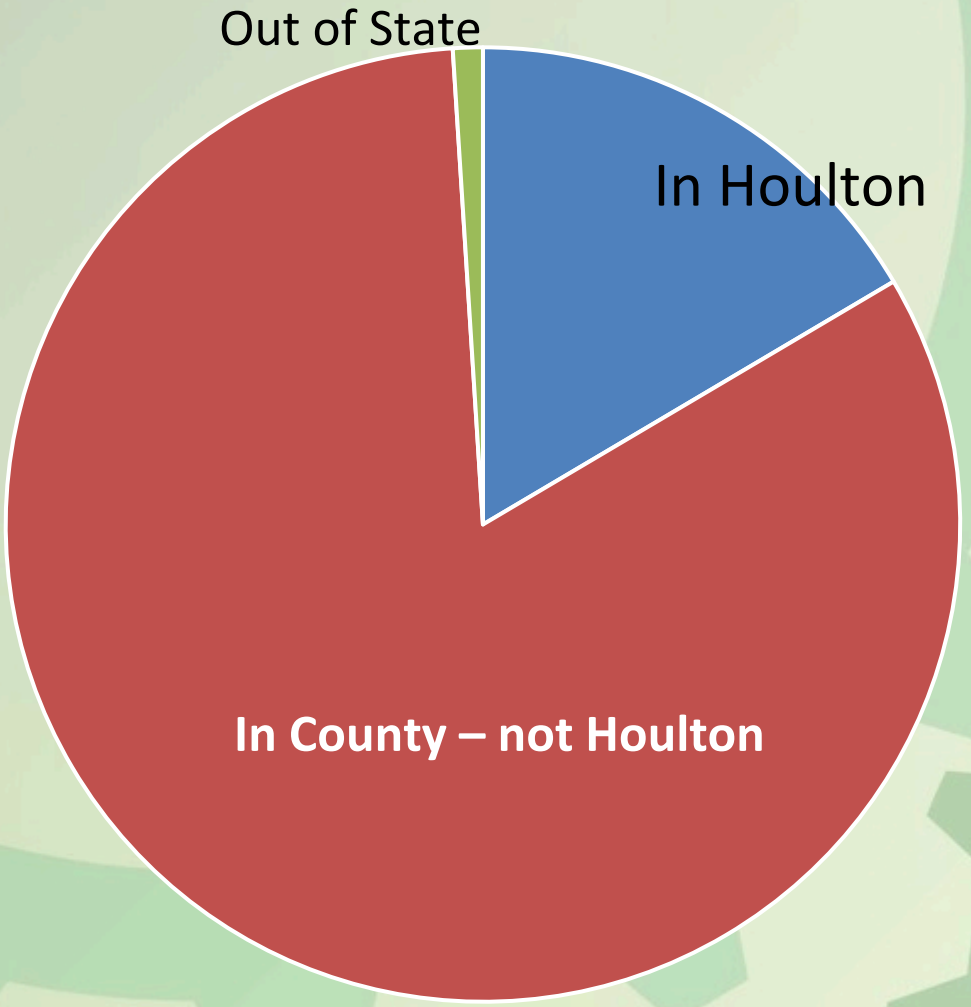


Needs Assessment

Components

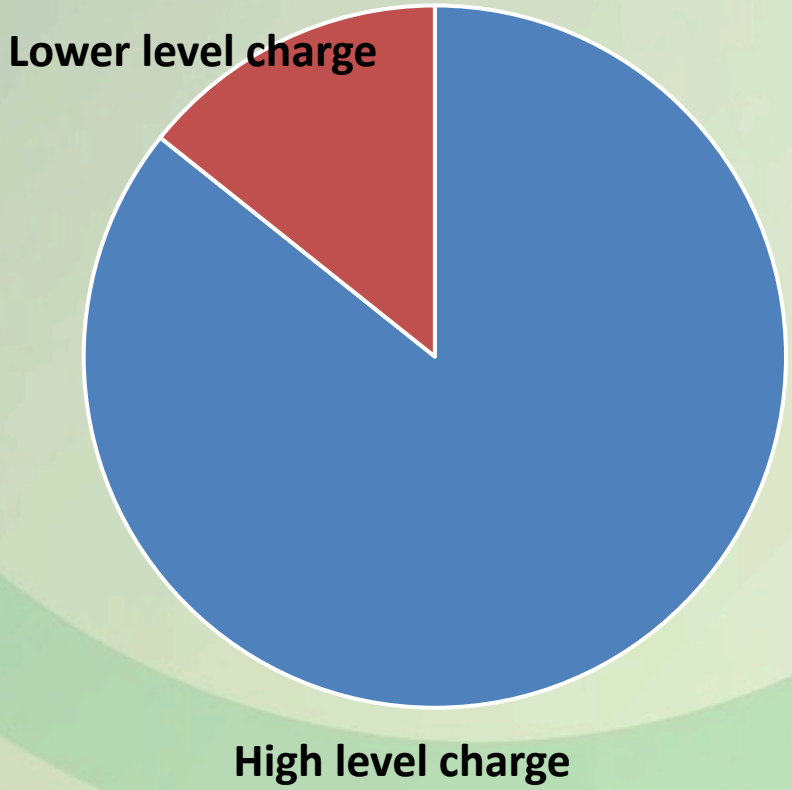


Snapshot: Who is in Jail? Residence

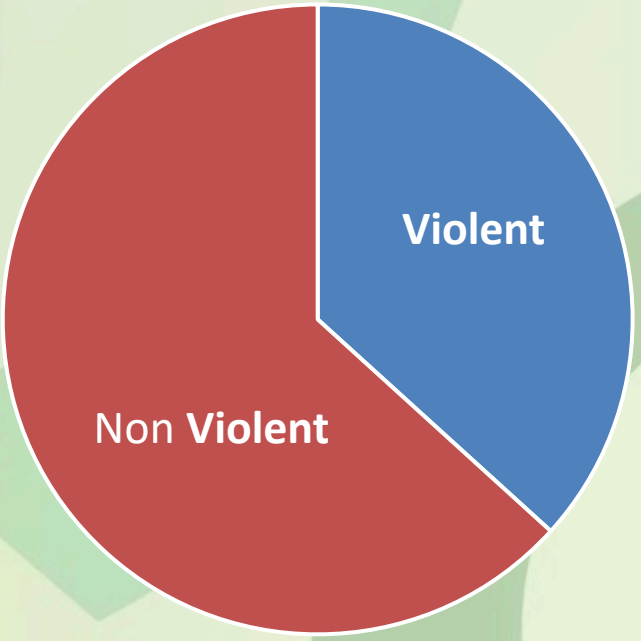


Snapshot: Who is in Jail?

Charge Level

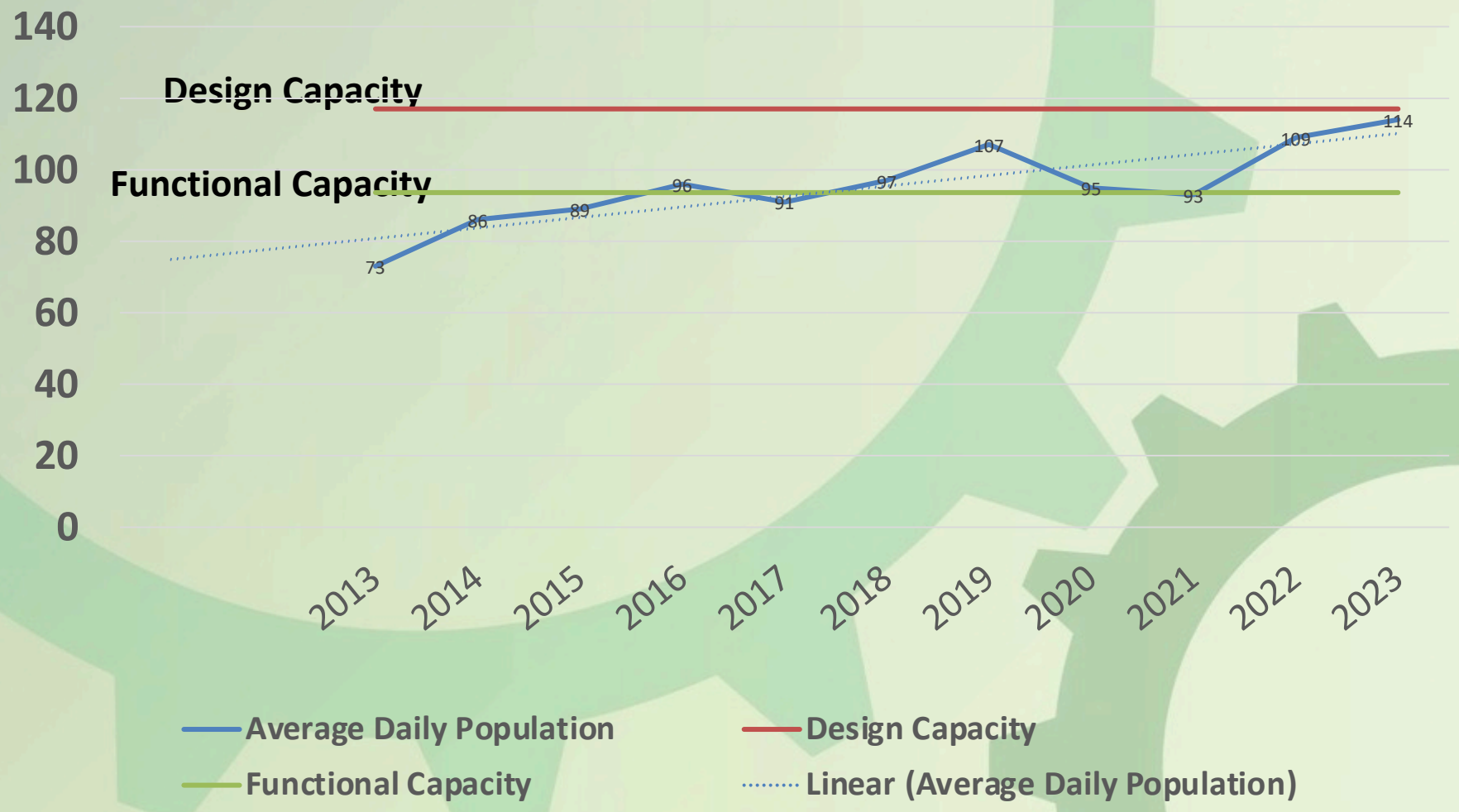


Violent Crimes



Needs Assessment

Population Compared to Capacity

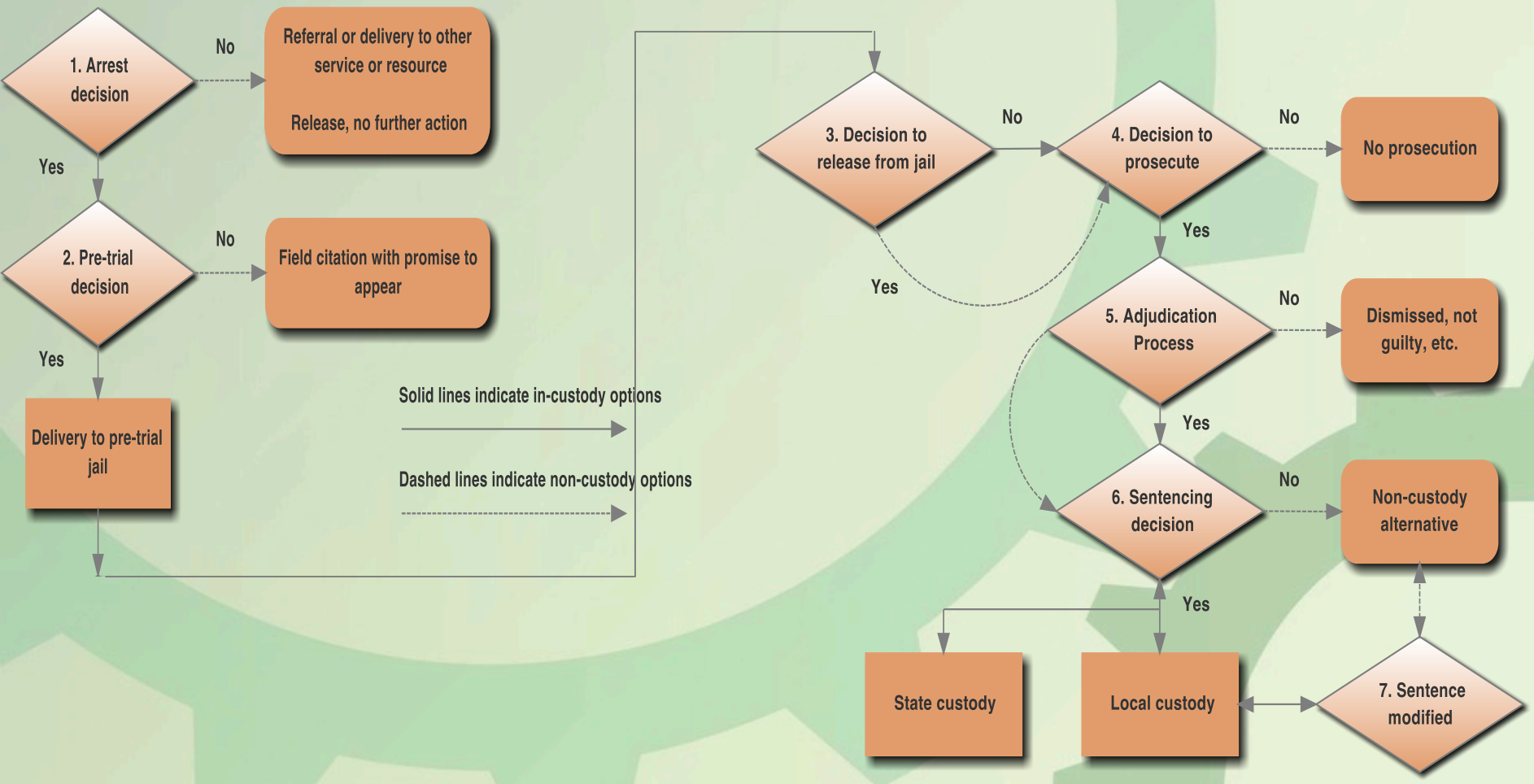


Needs Assessment

Components

4. Evaluate alternatives to incarceration
   a. Inventory alternatives
   b. Consider 7 key justice system decision points
   c. Determine level of usage and coordination
   d. Compile and discuss alternatives

7 Key Justice System Decision Points



Observations and Impressions of Alternatives

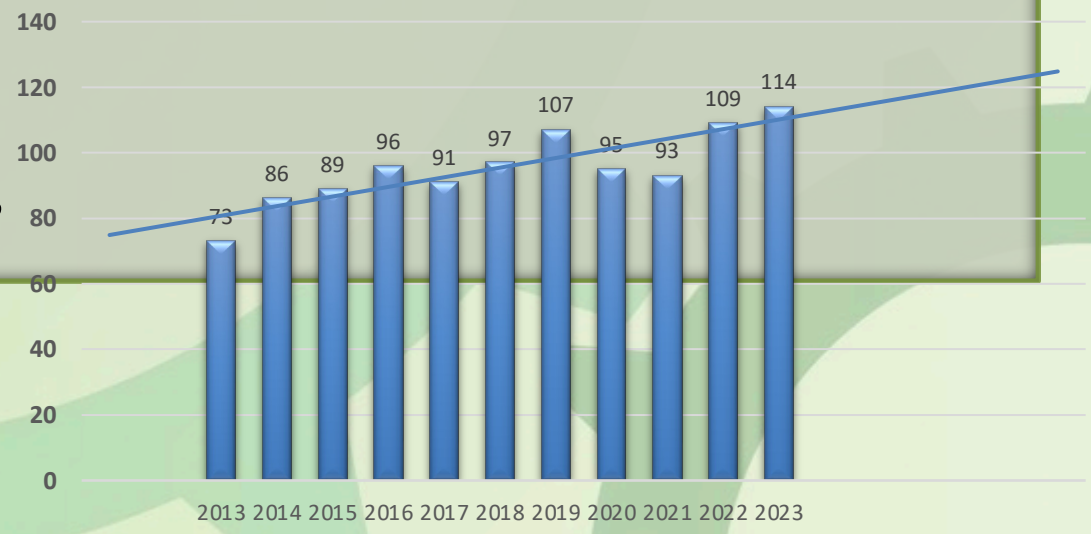
- Probation
  - Post-conviction
  - ACCCP
- No Risk and Needs Assessment
  - Judiciary
- Drug Court

- *There is support for use of alternatives*

Needs Assessment

5. Population projections and capacity recommendations

- Examine jail data
- Correlate CJS data / develop forecast scenarios
  - Population change
  - Rates of admission or incarceration
  - Length of stay
  - Peaking
  - Policy/practice changes



Needs Assessment

Components

6. Evaluate facilities (diversion /alternatives / jail)

- Assess facility conditions, compliance with building codes and operational standards.
- Analyze location effectiveness
  - Consider legislative modifications

The Good

- Skilled and Compassionate Staff
- Cleanliness is Next to Godliness
- Adequate Staffing Levels (Recent)
- Staff makes the Most of a Bad Situation
- Availability of Community Mental Health and Substance Abuse Programs
- All Stakeholders committed to Doing What is Right
- 95% Non-Adjudicated Felons

The Bad

- Physical Facility Condition-Mechanical and Plumbing System's Deficiencies
- Physical Facility Floor Plan
- Sight Lines
- Physical Location of the Facility
- Lack of Facilities to Meet Codes and Standards Including ADA
- Communication Between Service Providers Could Use Improvement
- Case Worker Load of 75
- Adequacy of Staff and Communication for Offices of DA, PD and Judges

Application of Standards to Jails

OTHER INSTITUTIONS AND BUSINESSES	JAILS
Environmental codes	Same
Fire codes	Same
Safety codes (OSHA)	Same
Building codes	Same
Clean air/smoke free requirements,	Same
Accessibility requirements (ADA)	Same
Food service sanitation codes	Same
Employee rights laws and rules	Same
Worker training and certification	Same

Plus…
Inmates' Rights, & PREA

Jail standards - DOC

Models of Inmate Management

- Physical containment model.
  - Barriers
  - Separate Staff from Inmates
- Effective inmate management model.
  - Situation normal adult behavior -
    - 90-95% will assimilate to appropriate adult behavior
  - Six Elements
- Our framework for observations and findings.

Physical Condition

135 Years Old

Equivalent to

567 Years Old

Do not leave
scoops in food
containers.

Daniels
Couth

CHA ENERGY SAVER
UTENSILS

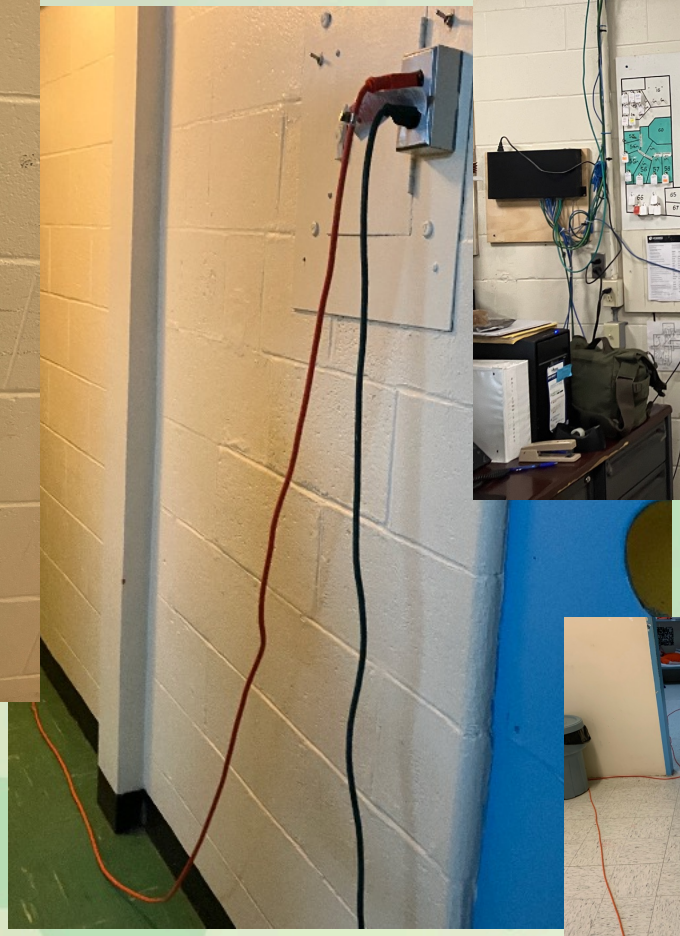
ADA Accessibility

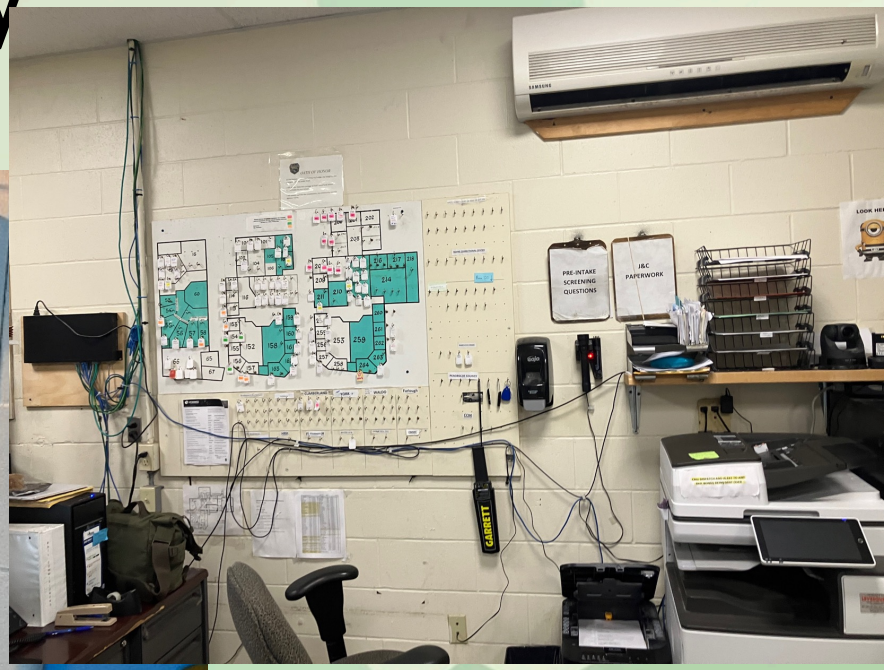
Conveying Expectations

The Ugly

- Fire and Life Safety Issues
- Physical and Electronic Security
- Total Lack of Program Space (One Room)
- PREA Concerns
- On-Going Maintenance- Doing Nothing is Not an Option
- Crowding – Impediment to Effective Classification
- 95% Recidivism Rate
- Effective Connections to Aftercare Services
- Data versus perception

Fire Safety





PREA

Lack of Program Space

Cost – Benefit Analysis

- Do nothing
  - Extreme liability exposure
  - Federal intervention
  - Potential fire casualty consequences
- Bring facility into compliance
  - Major renovation
  - Facility may not meet operational needs
  - Temporary housing during renovation phasing
- Build new
  - *"Form follows function"*

Needs Assessment

Components

7. Recommendations
   a. Justice system and/or case processing opportunities
   b. Consideration of site alternatives
      - Transition to site alternatives

Readiness Assessment Planning

Jail and Justice System Assessment

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Systems Planning Process

Requires….

- ✓ A certain degree of readiness
- ✓ Local officials prepared to ensure the maximum benefit
- ✓ Resource commitment
- ✓ Time, coordination, expertise, objectivity, and preparation
- ✓ Strategies to develop “buy-in”

What Next?

- Create Criminal Justice Coordinating Council
  - Identify key stakeholders
  - Broader perspective
  - Improve communication
  - Resources available through NIC
    - Site visits to other facilities

NIC Jail Planning

Programs and Technical Assistance

Planning of New Institutions (PONI)

- When entering or just beginning needs assessment
- Team required, taught at NIC Academy

Managing Jail Design and Construction (MJDC)

- When needs assessment is nearly complete or complete
- Team required, taught on-site

How to Open a New Institution (HONI)

- At least 18 months before opening
- Team required, taught on-site

www.nicic.gov